

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

**A. GENERAL INFORMATION**

1. Date

1/6/2016

2. Department

Secretary of State

3. Organizational Placement (Division/Branch/Office Name)

Executive Division

4. CEA Position Title

Assistant Deputy, Secretary of State, Strategic Partnership &amp; Business Outreach

5. Summary of proposed position description and how it relates to the program's mission or purpose.  
(2-3 sentences)

The Secretary of State, Executive Division, is requesting to change the title and duties of the Career Executive Assignment (CEA) position, formerly Chief Constituent Affairs & Facilities Liaison with the proposed title and duties of Assistant Deputy, Secretary of State, Strategic Partnership & Business Outreach.

This proposed change in the CEA position's functions will enable the Executive Division to execute its mission to develop and cultivate strategic partnerships with communities, existing business and future business owners across the State of California. Further, the purpose of the position is derived from its leadership role in propagating programmatic change at the principal level (e.g., influencing policy, influencing senior management ideals).

6. Reports to: (*Class Title/Level*)

Chief Deputy Secretary of State - Exempt

7. Relationship with Department Director (*Select one*)

- ☒ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- ☐ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (*Select one*)

- ☒ 1st   ☐ 2nd   ☐ 3rd   ☐ 4th   ☐ 5th (mega departments only - 17,001+ allocated positions)

## B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

As a high-level special advisor/administrator to the following functions, the incumbent is responsible for establishing, directing, creating and influencing all related guidelines, policy, correspondence, networking/ collaborative measures and communication processes including but not limited to: establishing contacts with the public, governmental and business communities; creating template strategic responses for both small and large-scale outreach efforts; ensuring consistency and tone in all partnership/business outreach communications sponsored and supported by the Secretary of State.

### Education & Outreach:

Establish and maintain contacts with local officials and leaders in the business community to assess and improve the quality of service they receive from the Secretary of State. The incumbent will also take the same proactive approach to customer service with members of the medical, social service, and nonprofit communities, whose contacts with the Secretary of State involve the Advance Health Care Directive Registry, the Safe at Home program for victims of domestic violence, and the Domestic Partners Registry.

### Business Partnerships:

Responsible to strategize, assist with the planning, development, and implementation of statewide business programs to various business communities (e.g., small businesses, expanding companies, future business owners). Prepare reports and recommendations for management on potential business outreach events and symposiums in a leadership capacity. Identify and evaluate complex, statewide business trends, monitor new business regulations and comparable best practices used in other states. Assist in creating and distributing materials for outreach, handle logistics and coordinate with collaborative entities to address outreach needs.

### Marketing & Sponsorship Outreach:

Produce detailed and complex briefing documents and write talking points for the Secretary of State's public appearances within the California business realm. Assist with formal meetings, appearances, and conferences for the Secretary of State, and the preparation of panel presentations and collateral materials. Represent the Secretary of State's office at meetings with local, state and federal government officials, foreign dignitaries, consultants, vendors, and community organizations regarding agency functions. Write follow-up reports and correspondence related to such meetings for management. Assist and gather information and prepare recommendations to management for broad range of policy formulations and complex actions with responsibility for impactful recommendations and decision-making.

**B. SUMMARY OF REQUEST (continued)**

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- ☒ Program is directly related to department's primary mission and is critical to achieving the department's goals.
- ☐ Program is indirectly related to department's primary mission.
- ☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The departmental mission to ensure the success of the organization as a whole is directly reinforced by the Executive Division; "success" is defined by the satisfaction of the department's customers, which is solely attributed to the quality of services provided by the Secretary of State.

In turn, the CEA position acts as Executive support for the success and betterment of the largest division at the Secretary State's office, Business Programs.

## **B. SUMMARY OF REQUEST (continued)**

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The Secretary of State's largest division, Business Programs, supports California businesses by registering and authenticating business entities and trademarks and enabling secured creditors to protect their financial interests---resulting in processing millions of business filings and records requests each calendar year.

Business customers include:

- (1) The business community (e.g., business owners, officers, lawyers, accountants, bankers, lenders, notaries public) conducting business in California;
- (2) The general public requesting to obtain information on business filings maintained by the SOS;
- (3) The Franchise Tax Board (FTB) for assessing and collecting state taxes and penalties;
- (4) The Internal Revenue Service (IRS), FTB, Board of Equalization and Employment Development Department for recording tax liens and for regulatory purposes; and
- (5) The California Attorney General, Department of Corporations and Department of Real Estate for regulatory and enforcement purposes.

Although the department customers have not changed, higher influx of business filings and informational requests has precipitated the need for the expansion of on-line tools, resources, information and related e-commerce applications. In addressing these needs through establishing the multi-million dollar Automation Project, the growing economic landscape in California requires the Secretary of State to leverage its resources for not only implementing technological enhancements to the overall filing process, but pioneering proactive business strategies through partnerships and outreach. As a result, the incumbent is responsible for providing guidance and direction to Business Programs on a wide range of business practices, methods and procedural/programmatic improvements. This change corresponds to the continuous fluctuation in statewide business trends and new business regulations based on abolished, amended or enacted legislation.

In conjunction with recent and ongoing global changes to the Business Programs procedural/systematic processes, major organizational changes have taken place in order to enhance organizational effectiveness. An essential prerequisite to amending the duties of this CEA position, was to build a high-performing program by establishing five (5) middle management positions---at the Staff Services Manager I level---under each of the critical operational functions within Business Programs: (1) Business Entities - Filings; (2) Business Entities - Budgets; (3) Statement of Information/Uniform Commercial Code; and, (4) Notary Public/Special Filings.

The aforementioned organizational changes fulfilled the programmatic need for leadership, responsive management, openness and innovation, and an extension of accountability for all 338 divisional staff---further solidifying the foundation for the proposed CEA position.

Conclusively, as referenced in Item #6, this proposed change in the CEA position's functions will enable the Executive Division to execute its mission to develop and cultivate strategic partnerships with communities, existing business and future business owners across the State of California. Further, the purpose of the position is derived from its leadership role in propagating programmatic change at the principal level (e.g., influencing policy, influencing senior management ideals).

### C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

As a high-level special advisor/administrator to the following functions, the incumbent is responsible for establishing, directing, creating and influencing all related guidelines, policy, correspondence, networking/ collaborative measures and communication processes including but not limited to: establishing contacts with the public, governmental and business communities; creating template strategic responses for both small and large-scale outreach efforts; ensuring consistency in tone for all partnership/business outreach communications sponsored and supported by the Secretary of State (relevant excerpt from Item #12).

Pertaining to all categories indicated below, the incumbent is responsible for overseeing and providing policy influencing analyses affecting the Executive Division's interactions with the public, the media and other external business community and governmental entities regarding the Constitutional business functions of the Secretary of State.

As such, the consequence of error and statewide impact equates to the high-level as the following policies are critical to achieving the department's primary mission and goals--all of which extend from the Secretary of State's responsibility to enforce of Corporations Code Section 1500-1512.

The business community, which is crucial to the economic health of the State, relies heavily on the Secretary of State's office to process filings and request timely and efficiently; consequentially, if services rendered by the department do not meet the expectations, satisfaction and systematic standards of its business customers in California, the adverse impact on public trust, the department's reputation and the integrity of its level of service would be monumental.

Example #1 - Education & Outreach:

Policy established to: delineate educational curriculum; define practical and qualitative criteria in identifying target business communities and leaders; quantify impact through measurable metrics.

Example #2 - Business Partnerships:

Policy established to: instill work flow structure and organization; implement budgetary limitations; create long-term cyclical plan which documents business trends and best practices for the current and future Executive/senior management.

Example #3 - Marketing & Sponsorship Outreach

Policy established to: define goals with respect to target audience which influence communication methods; define feasibility/risk/reward measures which determine target regions for marketability.

**C. ROLE IN POLICY INFLUENCE (continued)**

**13. What is the CEA position's scope and nature of decision-making authority?**

The CEA position has a broad yet distinct scope which directly impacts the sustenance and growth of California businesses.

The decision-making authority ranges from the allocation of budgetary resources---for example, within the outreach and marketing realm (e.g., public event planning, social/multimedia marketing), to initiating and leading large/complex special projects to accomplish the Secretary of State's goal of enriching its contribution to California's economic well-being. Such a broad and encompassing scope begets a complex, high level of decision-making through use of independent risk-assessments and statistical surveys/analyses.

**14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?**

The CEA position will be developing and implementing new policy as a high-level special advisor/administrator, specifically purposed for achieving departmental goals related to the Secretary of State's constitutional business functions within the Business Programs Division: (1) education & outreach; (2) business partnerships; (3) marketing & sponsorship outreach.

As referenced in Item #25, the incumbent in this CEA position is responsible for establishing, directing, creating and influencing all related guidelines, policy, correspondence, networking/collaborative measures and communication processes including but not limited to: establishing contacts with the public, governmental and business communities; creating template strategic responses for both small and large-scale outreach efforts; ensuring consistency and tone in all partnership/business outreach communications sponsored and supported by the Secretary of State.